OFFICE OF THE STATE CIO

# IT POLICY LETTER	NUMBER: **ITPL 10-XX**
SUBJECT: **PROJECT STATUS REPORTING** **EMPHASIS:** Cumulative Actual Project Cost Reporting, Software Development Lifecycle Metrics, Vital Sign Indicator Revisions, and IT Project Schedules	DATE ISSUED: XXX XX, 2010 EXPIRES: Until Rescinded
REFERENCES: Government Code Section 11545 Information Technology Policy Letter 09-01 Statewide Information Management Manual Sections 05A and 17 State Administrative Manual Sections 4819.2, 4819.31, 4819.36, and 4819.37	ISSUING AGENCY: OFFICE OF THE STATE CHIEF INFORMATION OFFICER

Note: Agency Chief Information Officers (AIO) and Department Chief Information Officers (CIO) are requested to forward a copy of this Information Technology Policy Letter (ITPL) to their respective Project Management Office(s) and Information Technology (IT) Project Managers.

DISTRIBUTION

Agency Secretaries
Department Directors
Agency Chief Information Officers
Department Chief Information Officers

PURPOSE

The purpose of this ITPL is to announce:

- Requirements for reporting cumulative actual project cost information for IT projects.
- Requirements for reporting System Development Life Cycle (SDLC) metrics for certain high criticality/risk projects over $25 million.
- Changes to the California Project Management Methodology (CA-PMM) Project Status Report (PSR) template.
- Changes to the requirement regarding the use of Microsoft (MS) Project (2007 or later) project scheduling software.
- Changes to the procedures and schedule for submitting PSRs, Independent Project Oversight Reports (IPOR), and Project Schedules.
- Updates to standardize the reporting schedules for other IT reports and activities, including the timeframe for submitting Feasibility Study Reports (FSR), Special Project Reports (SPR), FSR-Reporting

Exemption Requests (RER) and IT Acquisition Plans to the OCIO.

Instructions and timeframes regarding the preparation and submission of IT Project Concepts for the 2011 Statewide IT Capital Plan will be provided in a separate ITPL.

BACKGROUND

Within the authority of Government Code Section 11545, the OCIO has responsibility and authority for the establishment and enforcement of state information technology in California State Government. This includes establishing and enforcing state IT policies regarding oversight of IT projects.

On April 9, 2009, the OCIO released ITPL 09-01 announcing the CA-PMM as the state's methodology for managing IT projects. Concurrent with the ITPL, the OCIO also published the CA-PMM Reference Manual and Toolkit.

In addition, ITPL 09-01 established the following requirements:

- Preparation and maintenance of project schedules using MS Project (2007 or later) for IT projects approved after January 1, 2009; and
- Transition preparation and maintenance of project schedules to MS Project (2007 or later) at an appropriate time for IT projects approved prior to January 1, 2009.

APPLICABILITY

State agencies[1] shall provide PSRs and IPORS to the OCIO for IT projects approved in accordance SAM Sections 4819.37, Project Reporting Criteria, and 4819.36.1, Project Reporting/Oversight, Projects Approved by the OCIO.

POLICY

Beginning May 1, 2010, state agencies providing PSRs in accordance with OCIO reporting requirements shall report the last approved project cost estimates and cumulative actual project cost.

In addition, state agencies must now include a project schedule for medium and high criticality/risk projects[2] when transmitting the PSR to the OCIO. However, the requirement for preparing and maintaining project schedules using MS Project (2007 or later) is changed. Project Managers may manage their schedules in any project scheduling tool that enables them to track earned value.

Regardless of the project scheduling tool used, the project schedule included with the PSR transmittal to the OCIO must be submitted in MS Project format. Further, the project schedule must be baselined according to the last project schedule approved by the OCIO and report the cumulative actual project costs.

[1] When capitalized, the term "Agency" refers to one of the state's super agencies such as the State and Consumer Services Agency or the Health and Human Services Agency. When used in lower case, the term "agency" refers to any office, department, board, bureau, commission or other organizational entity within state government. Within this ITPL, "agency" and "department" are used interchangeably.

[2] Project schedules for low criticality/risk projects should not be submitted unless requested by the OCIO.

Finally, state agencies will be required to provide SDLC metrics for certain high criticality/risk projects over $25 million in accordance with the standards established by the Institute of Electrical and Electronics Engineers. Additional information concerning the reporting of SDLC metrics will be addressed in a separate transmittal.

The sections immediately following provide additional detail regarding the changes associated with this ITPL.

PROCEDURE CHANGES

Summary information regarding the procedure changes for transmitting PSRs, IPORs, and Project Schedules to the OCIO, including the standardized schedule format requirements, and naming conventions for transmitting PSRs and IPORs to the OCIO are included in Attachment A.

These procedure changes will facilitate review of project information including the automated processing of PSR information to the OCIO's IT Project Tracking Web site.

Incomplete PSRs and documents submitted in the wrong format may cause automated processing failures, resulting in return of the document to the agency for correction and resubmission.

Please be reminded that PSR information is posted to the OCIO's IT Project Tracking Web site for public viewing. Accordingly, narrative data should be spell-checked and reviewed for appropriateness prior to transmittal to the OCIO.

Additional information regarding other SIMM changes discussed in the section immediately following are also described in Attachment A.

SAM and SIMM CHANGES

The SAM Section 4819.2, Definitions, will be updated to include a definition for baseline. Section 4819.36, Project Reporting/Oversight, will be updated to include the PSR and IPOR reporting requirement changes. An advance copy of the SAM updates is included as Attachment B.

The SIMM, located at http://www.cio.ca.gov/Government/IT_Policy/SIMM.html has been updated to include the following changes:

SIMM Section 05A, Required IT Reports and Activities – Updated to standardize the PSR and IPOR reporting schedules as described in Attachment A. In addition, SIMM 05A has also been updated to standardize the schedules for submitting FSRs, SPRs, FSR-RERs, and IT Acquisition plans, which are also described in Attachment A.

Please note that FSRs, SPRs, and FSR-RERs for the 2011-12 fall budget process must be submitted to the OCIO-PMO by July 19, 2010.

SIMM Section 17, CA-PMM

- **Section 17A, CA-PMM Reference Manual –** Updated to include detailed instructions for completing and submitting PSRs in accordance with the new procedures. An excerpt of the CA-PMM Reference Manual, Sections 4.3 through 4.4.6 is included as Attachment C.

- **Section 17C, CA-PMM Toolkit –** Due to the state's economic circumstances and for other considerations, changes to the PSR portion of SIMM 17C have been limited to a statement directing state agencies to use the PSR excerpt in SIMM 17D.2. Agencies will continue to use the remaining portions of the CA-PMM Toolkit.
- **Section 17D.2, CA-PMM Project Status Report Excerpt –** Updated to include the new reporting procedures. Additional information regarding the PSR changes is included in Attachment A.

  As a reminder, incomplete PSRs may cause automated processing failures, resulting in return of the PSR to the state agency for correction and resubmission.

  The PSR has been password-protected to restrict adjustments to row height and column width. The only exception is the Milestone Tracking template, which will accommodate additional rows.

CONTACT

Questions regarding this policy should also be directed to your OCIO PMO representative. A listing of OCIO PMO Managers and Principals, their departmental assignments, and department delegated cost thresholds can be found at the OCIO Web site located at: http://www.cio.ca.gov/Contact_Us/staff_assignments.html.

SIGNATURE

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Teri Takai,
Chief Information Officer

State of California

1. PSR, IPOR, and Project Schedule Procedure Changes

<table>
<tr><th rowspan="2">Document Type</th><th rowspan="2">Format for Transmittal to the OCIO</th><th colspan="3">Criticality/Risk Rating</th><th rowspan="2">Naming Convention</th></tr>
<tr><th>Low</th><th>Medium</th><th>High</th></tr>
<tr><td>PSR – Submit PSRs to the OCIO-PMO by the 5th working day of the month.
Restrict adjustments to row height and column width. Exception is the Milestone Tracking template, which will accommodate additional rows.</td><td>MS Excel, version 97-2003 only</td><td>Semi-Annually[3] in July and January for the prior six months</td><td rowspan="2">Quarterly[3] in April, July, October and January for the prior quarter</td><td rowspan="2">Monthly for the prior month</td><td rowspan="3">Naming Convention:
Proj-Num-MMYY-XXX where:
• Proj-Num – is the Project Number assigned by the OCIO when approving the FSR.
• MMYY – is the month and year of the last month of the reporting period (e.g., for quarterly project activity from June 2010 through September 2010, enter “0910.”
• XXX – is the type of document submitted:
▪ Enter “PSR” to indentify the submitted document as a Project Status Report.
▪ Enter “IPOR” to identify the submitted document as an Independent Project Oversight Report.
▪ Enter “MSP” to identify the submitted document as a Project Schedule:</td></tr>
<tr><td>IPOR – Submit IPORs to the OCIO-PMO by the 10th working day of the month.</td><td>MS Word or PDF</td><td>Do not submit unless requested by the OCIO-PMO</td></tr>
<tr><td>Project Schedule – Manage project schedule in any project scheduling tool that tracks earned value.</td><td>MS Project</td><td>Do not submit unless requested by the OCIO-PMO</td><td>Submit with PSR</td><td>Submit with PSR</td></tr>
<tr><td colspan="6">Note: PSR and Project Schedules that do not conform to the naming convention and/or are incomplete or altered, may cause automated processing failures. OCIO-PMO may return your PSR or Project Schedule for correction and resubmission.</td></tr>
</table>

[3] Unless the OCIO-PMO has specified a more frequent reporting period. For instances where PSRs were submitted to the OCIO for immediately prior quarterly and semi-annual reporting cycles, the next quarterly or semi-annual PSR must be submitted in July 2010.

2. **SIMM Section 05A – Required IT Reports and Activities Changes –** Updated to include the following changes:

   - **FSR, SPR, and FSR-RER –** Revised and standardized the reporting due dates as follows:
     - The third Monday in July annually for project documents related to a fall budget process action. **Please note that project documents for the 2011-12 fall budget process must be submitted to the OCIO-PMO by July 19, 2010.**
     - The second Monday in January annually for project documents related to a spring budget process action.
     - Any time of year for project documents that are not related to a budget action.
   - **IPOR –** Revised and standardized the reporting due dates as previously described in Attachment A, Item 1.
   - **PSR –** Revised and standardized the reporting due dates as previously described in Attachment A, Item 1.
   - **ITCP –** Revised to indicate the submission date will be announced at a later time.
   - **Information Management Costs –** Revised to indicate the submission dates consistent with Budget Letter 10-06.
   - **Information Technology Acquisition Plans –** Revised and standardized the reporting due date to the second Monday of each quarter in July, October, January and April.
   - **Budget-Related Documents –** Moved to the narrative section within SIMM 05A.

3. **SIMM Section 17D.2, CA-PMM Project Status Report Except Changes –** Updated to include templates for the following four sections within the PSR:

   - **Team Member to Project Manager –** This is for internal use by the reporting agency or department, and does not need to be completed for transmittal to the OCIO.
   - **Executive Project Status Report –** This is a new template that combines and reorders the "Project Manager to Project Sponsor" and "Project Sponsor to Steering Committee" templates into a single section.
     - The "Variances" section has been revised and now requires the actual percentage of variance rather than an x or a check.
     - The "Monitoring Vital Signs Scorecard" has been revised to increase the weight of the score for certain vital signs. Additionally, for Question 6, "Unresolved Issues," identify all significant outstanding issues in the Score Justification cell.
   - **Cost Tracking –** This is a new template used to report cumulative actual project cost.
   - **Milestone Tracking –** This is a new template used to report project milestones that was previously reported in the "Project Manager to Project Sponsor" template.

   Please note: The PSR Excerpt is password-protected to restrict adjustments to row height and column width only. The only exception is the Milestone Tracking template which will allow additional rows to be inserted.

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4819.2 DEFINITIONS
(Revised xx/10)

Baseline(d): An approved time phased plan for project work against which project execution is compared to measure and manage cost and schedule performance.

A project must be baselined in accordance with the milestones in the approved FSR. A project may not be re-baselined unless an approved SPR is available.

Note: New additions to SAM Section 4819.36 below are indicated by underlined text. Within Section 4819.36-1, the remaining items following sub-section "c" are unchanged but have been renumbered. Subsequent portions of SAM Section 4819.36 beginning with 4819.36-2 remain unchanged and are not included in this Attachment.

4819.36 PROJECT REPORTING/OVERSIGHT
(Revised xx/10)

1. **Projects Approved By the OCIO**–Project reporting documentation submitted to the OCIO usually will require:

    a. Submission of an SPR (SAM Sections 4945-4945.2) to the OCIO and the Office of the Legislative Analyst, if:

        1. The total information technology project costs deviate or are anticipated to deviate by ten percent (higher or lower) or more, or by more than a specifically designated amount as determined by the OCIO, from the last approved estimated information technology project budget (to be measured against the combined total of each fiscal year's One-time Project Costs plus Continuing Project Costs);

        2. The last approved overall project development schedule falls behind or is anticipated to fall behind by ten percent or more;

        3. The total program benefits deviate or are anticipated to deviate by ten percent (higher or lower) or more from the last approved estimated total program benefits (to be measured against the combined total of each fiscal year's Cost Savings and Cost Avoidances);

        4. A major change occurs in project requirements or methodology;

        5. Any conditions occur that require reporting to the OCIO as previously imposed by the OCIO; or

        6. A significant change in state policy draws into question the assumptions underlying the project.

    b. Submission of the Independent Project Oversight Report (IPOR), (see SIMM Section 45, Appendix G), on a monthly basis for projects classified by the OCIO as high criticality projects and on a quarterly basis for projects classified as medium criticality. The OCIO may modify the IPOR reporting frequency based on project performance. The OCIO may also validate the content of the IPORs for reportable projects as needed. Please see SIMM Section 05A for the IPOR submittal schedule.

c. Submission of a Project Status Report (PSR), (see SIMM Sections 17A and 17D.2) on a monthly basis for projects classified by the OCIO as high criticality, quarterly for medium criticality, and semi-annually for low criticality projects unless the OCIO has specified a more frequent reporting period. Please see SIMM Section 05A for the PSR submittal schedule.

d. Submission of a baselined and current Microsoft Project schedule with the PSR.

e. Submission of a Post-Implementation Evaluation Report (PIER) (SAM Sections 4947-4947.2) to the OCIO and the Office of the Legislative Analyst at the conclusion of the project.

f. The OCIO **MAY** require submission of specific project reports (SAM Section 4944) to the OCIO and the Office of the Legislative Analyst.

The OCIO may require agencies to submit an SPR under other circumstances, such as the agency's failure to meet a critical milestone or a significant increase in the project's cost in any fiscal year relative to the costs that were forecast when the project was approved by the OCIO. Additionally, the OCIO may require periodic reviews be conducted at any point during the project.

Note: The remainder of SAM Section 4819.36 beginning with 4819.36-2 is unchanged.

California Project Management Methodology Reference Manual
Project Status Report Excerpt
SIMM 17A Revisions

CA - Project Management Methodology

Status Reports

Project Name: ____________________
OCIO Project #: ____________________
Department: ____________________

Click on the section that you would like to complete.

Team Member to PM (for internal project use only)

Executive Project Status Report

Cost Tracking

Milestone Tracking

4.3 Project Status Report

The Project Status Report (PSR) (see SIMM 17D.2) is designed to identify the minimum IT project status reporting from the Team Member, Project Manager, and/or Project Sponsor to other project participants and interested parties for both reportable and delegated IT projects. In addition, the PSR is designed to report OCIO-approved IT projects (i.e., those meeting the project reporting criteria as identified in the State Administrative Manual (SAM) Section 4819.37 to the OCIO based upon the reporting schedule as described in the Statewide Information Management Manual (SIMM) Section 05A.

Components of the PSR that must be submitted to the OCIO for reportable projects in the Excel format (not pdf) include:

- Executive Project Status Report
- Cost Tracking
- Milestone Tracking

Please see SIMM Section 05A for the reporting schedule.

The Team Member to Project Manager template is for internal agency use only and is not submitted to the OCIO.

The Status Report templates in the full Toolkit (SIMM 17C) remain, but their use is discontinued. **Please always use the Project Status Report extract in SIMM 17D.2.**

4.3.1 Status Report Entry Restrictions and Allowances

The Project Status Report extract (SIMM 17D.2) will allow users to expand the row height or column width so that additional information can be reported as needed. It is not necessary to Unprotect the templates; a password is required to do so to prevent the addition or deletion of rows and columns in all but the Milestone Tracking template (the Milestone Tracking template allows unlimited addition of rows). The Project Status Report extract does not allow any changes to formulas.

The above restrictions and allowances do not apply to the CA-PMM Toolkit in SIMM 17C, which is discontinue), only to the SIMM 17D.2 Project Status Report extract.

The restrictions are designed to ensure that the Executive Status Report, Cost Tracking, and Milestone Tracking templates can be successfully automatically uploaded to the OCIO's Project Portfolio Management system and IT Project Tracking web site which is located at http://www.cio.ca.gov/Government/IT_Policy/IT_Projects/.

4.3.2 Project Status Reporting

To enable the project team to distribute timely information to stakeholders, regularly scheduled project status reports are developed. A Project Manager needs to focus not only on the current status but also what will take place in the near future. Knowing where a project is supposed to be is a tough question to answer, but essential in assessing how to proceed. Progress reviews often focus on what people *have* been busy doing instead of focusing on where they are, and what *remains* to be done. Project Managers *must* look ahead if they expect to avoid obstacles in their path. Looking ahead is the essence of successful project progress assessment and control.

Project teams need a simple, streamlined method of communicating status reports to various stakeholders throughout the life of a project. Status reports capture four snapshots to facilitate communication and document all project progress:

1. Team Member to Project Manager
2. Executive Project Status Report
3. Cost Tracking
4. Milestones

The Executive Project Status Report, Cost Tracking, and Milestones are submitted to the OCIO and are published on the OCIO's IT Project Tracking web site. Please see SIMM 05A for reporting schedules.

4.3.3 Team Member to Project Manager

Please see Section 4.3.1 for template change restrictions and allowances.

This report is used on a weekly basis by team members to document their activities and identify any outstanding issues that require the team's attention. This report is intended for internal project/state agency use only and is not submitted to the OCIO. The template includes the following information:

- Task or Deliverable – the name of the task or deliverable that is being reported on.
- Scheduled Completion Date – the last approved scheduled completion date.
- Actual Completion Date – the date the task or deliverable is actually completed.

- Issues – describe any open issues regarding this task or deliverable (unanswered questions, differences of opinion, etc.).
- Accomplished This Week – describe any significant work or pieces of work that were done.
- Planned/Scheduled Completion in Next Two Weeks – describe the tasks or deliverables that are schedule to be completed in the next two weeks.
- Status Summary – provide a yes or no response and an explanation for all “no” responses.
    - Will all assigned tasks be accomplished by their due date?
    - Are there any planned tasks that won’t be completed?
    - Are there problems which affect your ability to accomplish assigned tasks?
    - Do you plan to take time off that is not currently scheduled?
- Status of Assigned Issues
    - Issue Number – unique identification number from the Issue Log
    - Description – provide a brief description of the issue
    - Due Date – provide the date that resolution needs to be in place
    - Status – describe what has been done to resolve the issue

Project Name: ______________________

OCIO Project #: ______________________

Department: ______________________

Reporting Period: *From:* ____________ *To:* ____________

Team Member to Project Manager

For internal project use only

Current Task Summary

Task or Deliverable	Scheduled Completion Date	Actual Completion Date	Issues?

Accomplished this week

Planned/Scheduled Completion in Next Two Weeks

Status Summary	Yes/N	Explanation
Will all assigned tasks be accomplished by their due date?		
Are there any planned tasks that won't be completed?		
Are there problems which affect your ability to accomplish assigned tasks?		
Do you plan to take time off that is not currently scheduled?		

Status of Assigned Issues

Issue Number	Description	Due Date	Status

4.4 Executive Status Report

Please see Section 4.3.1 for template change restrictions and allowances.

Project Managers must keep Project Sponsors up to date and state agencies must submit the Executive Status Report to the OCIO (see SIMM Section 05A for reporting schedules.)

The Executive Project Status Report is broken into seven areas:

- Current Status and Accomplishments
- Current Status Report
- Variances
- Monitoring Vital Signs
- Vendor Viability Rating Rationale
- Look Ahead View

Please note that all areas must be completed. If at a phase in a project, particularly at the earliest phases, an area does not apply, please indicate by entering “N/A” into the field. Incomplete Project Status Reports submitted to the OCIO will be returned.

4.4.1 Current Status and Accomplishments and Current Status Report

Part 1 of this section requires a narrative description of current status and accomplishments for the reporting period.

Part 2 of this section requires a response to specific questions, including cause, impact, and action required for any question that results in a response that indicates a potential problem to be addressed:

1. Were recent milestones completed on schedule?
2. Were any key milestones or deliverables rescheduled?
3. Was work done that was not planned?
4. Were there any changes to scope?
5. Were tasks added that were not originally estimated?
6. Were any tasks or milestones removed?
7. Were any scheduled tasks not started?
8. Are there any major new issues?
9. Are there any staffing problems?

Project Name: ______________________

OCIO Project #: ______________________

Department: ______________________

Reporting Period: *From:* ____________ *To:* ____________

Executive Project Status Report

Current Status and Accomplishments:
Describe deliverables completed and milestones met during ***this reporting period.***

Current Status Report

Questions	Yes/No	Cause	Impact	Action Required
1. Were recent milestones completed on schedule?				
2. Were any key milestones or deliverables rescheduled?				
3. Was work done that was not planned?				
4. Were there any changes to scope?				
5. Were tasks added that were not originally estimated?				
6. Were any tasks or milestones removed?				
7. Were any scheduled tasks not started?				
8. Are there any new major issues?				
9. Are there any staffing problems?				

4.4.2 Variances

Report variances against schedule, milestones, deliverable completion, resource availability, time cost and continuing costs

The six dimensions for measuring variance are:

1. Schedule
2. Milestones
3. Deliverables
4. Resources
5. Time Cost
6. Continuing Cost

Any element of the project can be classified as being:

- Green – small variance that can be managed by the project team (<5%).
- Yellow – moderate variance that will require consultation with the Sponsor (5-10%).
- Red – significant variance that will require adjustments to scope, schedule, budget, or quality expectations (>10%).

The actual numerical value associated with green, yellow, and red must be established during the Planning Stage of the project for each of the individual elements that will be measured.

In the appropriate boxes, enter the actual percentage of variance (not an x or a check).

Variances

Check the appropriate box for each project element listed below. Please describe the actions you plan to take for those items marked "Caution" or "Significant Variance".

	On Plan <5%	Caution 5-10%	Significant Variance >10%	Action Required
Schedule				
Milestones				
Deliverables				
Resources				
OneTime Cost				
Continuing Cost				

4.4.3 Monitoring Vital Signs

Project vital signs are aggregate indicators of the overall health of the project and must be monitored frequently. This will allow the Project Manager early identification of risks. There are fifteen vital signs of a project to monitor.

1. Customer Buy-In
2. Technology Viability
3. Status of the Critical Path (delay)
4. Cost-to-Date vs. Estimated Cost-to-Date (higher)
5. High-Probability, High-Impact Risks
6. Unresolved Issues (on time resolution)
7. Sponsorship Commitment
8. Strategy Alignment
9. Value-to-Business
10. Vendor Viability
11. Milestone Hit Rate (rate of achievement as planned)
12. Deliverable Hit Rate (rate of production as planned)
13. Actual vs. Planned Resources
14. Overtime Utilization (% of effort that is overtime)
15. Team Effectiveness

The Sponsor and the Project Manager jointly decide which signs to use and specify the respective thresholds. The best approach to track and report a project's health using the vital signs is a three-step process

- Define the thresholds for Green, Yellow, and Red conditions for each vital sign.
- Assign a numeric (weight) value to the Green, Yellow, and Red conditions of each vital sign.

- Define the threshold values for Green, Yellow, and Red status for the project as a whole.

Strategic: Vital Signs 1 – 6. These vital signs focus on why we are doing the project and whether it is the right project. Abnormal variance in any of these vital signs calls for a serious re-evaluation of the project and needs to be discussed with the Sponsor without delay.

Tactical: Vital Signs 7 – 13. These vital signs focus on how well we are accomplishing the goals of the project. Although abnormal variances in this area can also have a high degree of negative impact on the project, it is much easier to recover from the resulting problems.

Environmental: Vital Signs 14 – 15. These vital signs relate to the work environment. These factors are difficult to institute and measure as they relate to the management style of a particular organization, but nevertheless are important to everyone involved.

Please note that some vital signs have more weight for scoring than others.

Monitoring Vital Signs Scorecard

Lock Header | Unlock

Vital Sign	Variance	Value	Your Score		Score Justification
1. Customer Buy-In	High Degree of Buy-In	0		–	
	Medium Degree of Buy-In	1			
	Low Degree of Buy-In	2			
2. Technology Viability	Strong Viability	0		–	
	Medium Viability	1			
	Weak Viability	2			
3. Status of the Critical Path (delay)	<5%	0		–	
	5% to 10%	2			
	>10%	4			
4. Cost-to-Date vs. Estimated Cost-to-Date (higher)	<5%	0		–	
	5% to 10%	2			
	>10%	4			
5. High-Probability, High-Impact Risks	0 to 3	0		–	
	4 to 6	1			
	>6	2			
6. Unresolved Issues (on time resolution)	On time	0		–	
	Late with no impact	2			
	Late impacting the critical path	3			
7. Sponsorship Commitment	Fully engaged	0		–	
	Partially engaged	2			
	Inadequate engagement	4			
8. Strategy Alignment	Strong alignment	0		–	
	Partial alignment	1			
	Weak or no alignment	2			
9. Value-to-Business	Strong	0		–	
	Medium	1			
	Weak	2			
10. Vendor Viability (provide rationale for the rating in the field following the scorecard) * If this is not applicable to your project, please select a score of "0".	Strong	0		–	
	Medium	1			
	Weak	2			
11. Milestone Hit Rate (rate of achievement as planned)	>90% on time	0		–	
	80-90% on time	1			
	<80% on time	2			
12. Deliverable Hit Rate (rate of production as planned)	>90% on time	0		–	
	80-90% on time	1			
	<80% on time	2			
13. Actual vs. Planned Resources	>90% assigned and available	0		–	
	80-90% assigned and available	2			
	<80% assigned and available	4			
14. Overtime Utilization (% of effort that is overtime)	<15%	0		–	
	15-25%	1			
	>25%	2			
15. Team Effectiveness	Highly Effective	0		–	
	Moderately Effective	1			
	Ineffective	2			
		Total		**TBD**	

Green = 0 - 8
Yellow = 9 - 19
Red = 20+

Vendor Viability Rating Rationale

The Project Manager monitors the selected vital signs, the total of which provides the overall score:

- Green: All is well (score of 0-8)
- Yellow: Caution, trouble ahead (score of 9 – 19)
- Red: Danger, measurable negative impact on the project (score of 20+)

Green: For a given vital sign, a green flag means the variance between planned and actual, if any, is within an acceptable range. For example, in the case of the critical path, a variance (delay) of up to 10 percent may be defined as being normal and acceptable, as the team members have the ability to close the gap between planned and actual.

Yellow: For a given vital sign, a yellow flag indicates the point at which a breach in the performance of that vital sign will begin to negatively impact the project progress; it is usually beyond the team's own ability to recover from the problem. For example, in the case of the critical path of a project, a variance (delay) between 10 to 20 percent is defined as a Yellow condition. If a vital sign reaches this state, the Project Manager needs to meet with the appropriate team members, and at times with their functional managers, and put a plan into action to bring the vital sign back into the Green status.

Red: For a given vital sign, a red flag indicates the point at which a breach in the performance of that vital sign is beyond the Project Manager's ability to recover from the problem and the project's success is in jeopardy. For example, in the case of the critical path, a variance (delay) of greater than 20 percent is defined as a Red condition. Once a given vital sign reaches the Red condition, the Project Manager needs to meet with the functional managers of the appropriate team members and devise a plan of recovery.

Q1 Customer Buy-In

This vital sign is designed to assess the degree of ongoing buy-in to the project by key implementation-level stakeholders. It is not uncommon for a team to continue working on a project while there is widespread dissatisfaction among the key customers. Buy-in, like the other strategic vital signs, is difficult to measure because inherently it is a qualitative assessment. This vital sign is best assessed through discussion and observation. The status of this vital sign can be interpreted as follows:

- High Degree of Buy-In: Green
- Medium Degree of Buy-In: Yellow
- Low Degree of Buy-In: Red

Q2 Technology Viability

This vital sign is designed to assess the viability of the technology infrastructure being used to develop and deploy the project. Key questions to ask are:

- Is the enabling technology available and viable for project development?
- There is the need to monitor scope growth because it invariably results in putting additional pressure on the performance capabilities of the system. A key purpose of this vital sign is to make sure that the technology remains viable as any new scope is incorporated into the system.

- Will the technology escalate easily to meet the project's operational requirements?
- Can it be supported by the IT organization?
- Will the customers be able to adopt it?

The status of this vital sign can be interpreted as follows:

- High Degree of Viability: Green
- Medium Degree of Viability: Yellow
- Low Degree of Viability: Red

Q3 Status of the Critical Path

This vital sign is used to track the progress of the project along its critical path and to answer the question, "Is the project on schedule?" The status of the critical path is a specific metric, and it clearly communicates to the Sponsor whether the project is on schedule, ahead of schedule, or behind schedule.

The status of the Critical Path vital sign can be interpreted as follows:

- Breach of < 5%: Green
- Breach of 6% to 10%: Yellow
- Breach of > 10%: Red

Q4 Cost-to-Date

As the project proceeds down its development path, it is imperative that the actual cost-to-date be compared to the estimated cost-to-date, and that the Project Manager carefully monitors any breach, i.e., overspending. The status of this vital sign can be interpreted as follows:

- Breach of < 5%: Green
- Breach of 6% to 10%: Yellow
- Breach of > 10%: Red

Q5 High Probability, High Impact Risk Events

This vital sign measures the number of high level risks that have been identified for the project. The status of this vital sign can be interpreted as follows:

- 1 to 3 Risks: Green
- 4 to 5 Risks: Yellow
- 6 to 7 Risks: Red

Q6 Unresolved Issues

An issue can be anything from an unanswered question to a difference of opinion. Unresolved issues are like potholes; if left open they will grow and impact the performance of the team and the quality of the end product. In most cases, an issue remains unresolved because of inadequate communication and direction or because the team is not a unified body.

The Project Manager has the responsibility to discover why an acknowledged issue remains unresolved and to apply all necessary skills to make the team of one mind. In some cases, the Sponsor, or a subject matter expert, may need to direct the team members to put their differences aside and agree to disagree.

In an effort to monitor the resolution of issues in an orderly manner, the Project Manager assigns a specific date by which an issue must be resolved, and the Sponsor reviews the aging history of unresolved issues. Issue resolution is measured in terms of impact to the critical path. Ideally, issues will be resolved on time according to the issue resolution plan. Issues that are resolved past the due date signal a problem developing and issues resolved late resulting in a negative impact to the critical path raise a red flag.

The status of this vital sign can be interpreted as follows:

- On time: Green
- Late with no impact: Yellow
- Late impacting the critical path: Red

It is required that all significant outstanding issues on the project be identified in the Score Justification cell.

Q7 Strategy Alignment

Determine whether the project continues to fit with the currently stated organizational strategy. It is recommended that the Project Manager and the sponsor specifically discuss the project's alignment with the current organizational strategy during their monthly project update meeting. The status of this vital sign can be interpreted as follows:

- Full aligned: Green
- Somewhat aligned: Yellow
- No alignment: Red

Q8 Value-To-Business

A reasonable assumption is that the Project Charter for any given project is approved only if it shows sufficient value to the organization. However, as a project progresses along its life cycle, certain assumptions and realities can change and the project's value can be compromised. The necessary information regarding this vital sign needs to be collected and provided by the appropriate *business* representative(s). The status of this vital sign can be interpreted as follows:

- High Value-To-Business: Green
- Medium Value-To-Business: Yellow
- Low Value-To-Business: Red

Q9 Vendor Viability

For projects that are outsourced or have a considerable number of vendor-supplied consultants/contractors on the project team, this vital sign is particularly important. The Project Manager collects the background information for this vital sign with help from the Sponsor, senior team members, procurement (purchasing) department, and other Project Managers. The status of this vital sign can be interpreted as follows:

- High Viability: Green
- Medium Viability: Yellow
- Poor Viability: Red

➲Note: The Vendor Viability Rating must be accompanied by a narrative that explains the rationale that supports the rating.

Q10 Milestone Hit Rate

A milestone is a point of considerable progress in the project such as the completion of significant deliverables, as well as the start and/or end of selected tasks. The milestone hit-rate indicates the number of milestones the team was planning to hit and the number of milestones they actually hit during a specific reporting period. The status of this vital sign can be interpreted as follows:

- Breach of < 10%: Green
- Breach of 10% to 20%: Yellow
- Breach of > 20%: Red

Q11 Deliverable Hit Rate

Whereas milestones measure the speed at which the team is moving toward its goal, the deliverables tell us about the team's accomplishments. It is important that the Project Manager and the Sponsor monitor the team's accomplishments in terms of deliverables planned for completion versus the number of deliverables actually completed. The failure of the team to maintain a consistent deliverable hit rate suggests that there are deep-rooted issues that need to be resolved.

The status of this vital sign can be interpreted as follows:

- Breach of < 10%: Green
- Breach of 10% to 20%: Yellow
- Breach of > 20%: Red

Q12 Actual Resources vs. Planned Resources

This vital sign measures the gap between the number of resources that were assumed for planning and estimating and the actual number of resources that are actually assigned to work on the project. The status of this vital sign can be interpreted as follows:

- Breach of < 10%: Green
- Breach of 10% to 20%: Yellow
- Breach of > 20%: Red

Q13 Overtime Utilization

This vital sign measures the amount of project effort that is accomplished outside of the normal workday or work week. Sustained use of overtime for hourly employees drives up the cost of the project, and sustained use of overtime for exempt employees tends to have a negative impact on the quality of the end product. The status of this vital sign can be interpreted as follows:

- Overtime < 15%: Green
- Overtime Between 15% – 25%: Yellow
- Overtime >25%: Red

Q14 Sponsorship Commitment Survey

One of the major reasons for project failing is lack of a strong Sponsor. This applies not to just the front end of a project but throughout the project life cycle. Using a standardized tool to assess the level of sponsorship that is being given to the project is one way of staying in touch with this issue. This tool is not required to be submitted to the OCIO, however, its use is encouraged to enable discussions between the project team and the Sponsor to seek out appropriate support from the Sponsor.

The Sponsorship Commitment Survey can be found in SIMM 17C – The CA-PMM Toolkit, Template Inventory.

The survey includes the following ten issues pertaining to the Sponsor's commitment:

1. Champions the project.
2. Approves the project plan, schedule, and budget in a timely manner when required.
3. Ensures sustained buy-in at executive level.
4. Ensures timely availability of human resources when needed.
5. Resolves major policy and/or political issues.
6. Guarantees sustained adherence to schedule commitments.

7. Demonstrates support toward resolving cross-functional issues.
8. Remains informed about the status of the project.
9. Provides regular feedback to the Project Manager and team on performance.
10. Works well with other executive level stakeholders of the project.

Project Name:	
OCIO Project #:	
Department:	
Revision Date:	

Sponsorship Commitment Survey

Performance Checklist	Rating			
Ratings: 1 = Rarely 2 = Sometimes 3 = Most of the time 4 = always				
1. Champions the project.	1	2	3	4
2. Approves the project plan, schedule, and budget in a timely manner when required.	1	2	3	4
3. Ensures sustained buy-in at executive level.	1	2	3	4
4. Ensures timely availability of human resources when needed.	1	2	3	4
5. Resolves major policy and/or political issues.	1	2	3	4
6. Guarantees sustained adherence to schedule commitments.	1	2	3	4
7. Demonstrates support toward resolving cross-functional issues.	1	2	3	4
8. Remains informed about the status of the project.	1	2	3	4
9. Provides regular feedback to the project manager and team on performance.	1	2	3	4
10. Works well with other executive level stakeholders of the project.	1	2	3	4

If you are able to rate all items at 3 or above, you are probably in good shape. If, however, you have rated a number of items below three, it would be a good idea to talk to your sponsor about what you need from him/her.

Scoring: All items rated 3 or above = 0 points
1 -2 items rated < 3 = 1 point
3 or more items rated < 3 = 2 points

Q15 Team Effectiveness Survey

The disposition of the project team is often the most neglected vital sign. The general disposition of the team is a reflection of the personal time and interest of the Sponsor and the leadership skills of the Project Manager. A team that is overworked, feels unappreciated, and has little support from the Sponsor, Project Manager, or key stakeholders, will not perform to the best of its ability and the project will definitely suffer.

The Team Effectiveness Survey can be found in SIMM 17C – The CA-PMM Toolkit, Template Inventory.

To monitor the general disposition of the team, have each team member complete the assessment periodically. For example have the team complete the survey every quarter or at the conclusion of each phase. When items are rated 3 or below, the Project Manager must work with the team to determine the cause of the low rating and take appropriate corrective action if possible.

The status of this vital sign can be interpreted as follows:

- All items rated 3 or above: Green
- One to two items rated < 3: Yellow
- Three or more items rated < 3: Red

Using a scale from one to five, seven areas are measured:

1. Goals – the objectives and goals of the project
2. Participation – the degree to which each individual team member is engaged in project discussions and decisions
3. Feelings – the degree to which team member's feelings are expressed and respected
4. Leadership – the degree to which leadership is distributed amongst the team based on need, ability, and expertise
5. Decision Making –the health and effectiveness of the decision making process
6. Trust – the degree to which the team trusts its team members and Project Manager
7. Creativity and Growth – the degree to which creativity and growth are encouraged and supported

Project Name:

OCIO Project #:

Department:

Revision Date:

Team Effectiveness Survey

istructions: Provide a rating 1 (low) - 5 (high) for each attribute.

Lock Header | Unlock Header

1 2 3 4 5			Rating
Confused, diverse, conflicting; indifferent, little interest	**Goals**	Clear to all; shared by all; all care about the goals; feel involved	
Few dominate, some passive, some not listened to; several talk at once or interrupt	**Participation**	All are involved; all are listened to	
Unappreciated ignored or criticized	**Feelings**	Carefully considered; empathetic responses	
Jump directly to remedial proposals; treat symptoms rather than basic causes	**Problem Solving**	When problems surface the situation is carefully diagnosed before action is proposed; remedies attack basic cause	
Group's need for leadership not met; group depends on single person or a few persons	**Leadership**	As needs for leadership arise various members meet them; "distributed leadership", anyone feels free to volunteer as he or she sees a group need	
Needed decisions don't get made; decisions made by part of group others uncommitted	**Decision Making**	Consensus sought and tested; various points of view appreciated and used to improve decisions. Decisions when made are fully supported	
Members distrust one another; are polite, careful, closed, guarded, they listen superficially but inwardly reject what others say; are afraid to criticize or to be criticized	**Trust**	Members trust each other; they reveal to the group what they would be reluctant to expose to others; they respect and use the responses they get; they freely express negative reactions without fear of reprisal	
Members and group in a rut; operate routinely; persons stereotyped and rigid in their roles; no progress	**Creativity and Growth**	Group flexible, seeks new and better ways; individuals changing; growing, creative, individually supported	

4.4.4 Look Ahead View

Please see Section 4.3.1 for template change restrictions and allowances.

- Will upcoming critical path milestones or deliverables be completed on schedule?
- Do any key milestones or deliverables need to be rescheduled?
- Is there any unplanned work that needs to be done?
- Are there any expected or recommended changes to scope?
- Are there any tasks not originally estimated that will need to be added?
- Are there any tasks or milestones that should be removed from the plan?
- Are there any scheduled tasks whose start will likely be delayed?
- Are there any staffing problems anticipated?
- Current Status and Accomplishments

Look Ahead View

Questions	Yes/No	Impact	Action Required
1. Will upcoming critical path milestones or deliverables be delayed?			
2. Do any key milestones or deliverables need to be rescheduled?			
3. Is there any unplanned work that needs to be done?			
4. Are there any expected or recommended changes to scope?			
5. Are there any tasks not originally estimated that will need to be added?			
6. Are there any tasks or milestones that should be removed from the plan?			
7. Are there any scheduled tasks whose start will likely be delayed?			
8. Are any major new issues foreseeable?			
9. Are any staffing problems anticipated?			

4.4.5 Cost Tracking

Please see Section 4.3.1 for template change restrictions and allowances.

Please note that all rows must be completed. If a particular row/item does not apply, enter a "0" in the cost columns. Only numeric values are accepted.

The Cost Tracking component of the Project Status Report includes the recording of the last approved project cost estimates as reported on the Economic Analysis Worksheets (EAWs - see SIMM Sections 20 or 30).

Cost tracking begins with entering the Last Approved Budget; i.e., OCIO-approved budget if the project is reportable to the OCIO, or state agency-approved budget if the project is delegated to the agency.

The Cumulative Actual Cost is then entered using the Cost Tracking Methodology identified on subsequent pages. The Cumulative Actual Cost must be accurate for the entire actual costs to date for the project (as opposed to a project phase or single fiscal year).

4.4.5.1 Cost Tracking Methodology

Cost tracking for project management purposes is not necessarily equivalent to accounting processes within a given project or department. Accounting practices may include, for example, the encumbrance of funds for multiple years with costs shown in the year encumbered rather than the estimated year it will be spent. The cost estimates as represented in the Economic Analysis Worksheets (see SIMM Sections 20 and 30) are shown by the fiscal year in which the actual cost is expected to be obligated. Specifically, accounting practices may count an actual cost on the date an invoice is paid, while project management actual cost tracking counts the cost as soon as staff time is spent on the project (usually a monthly time report), a deliverable is accepted, or an invoice is approved.

The lags in accounting procedures (e.g., warrant issued several weeks or months following the acceptance of goods) create variances in accounting for project management that can skew the actual costs of a project sometimes a year or more after the project is complete for very complex projects. Thus, the CA-PMM Cost Tracking Methodology relies on the Project Manager to track costs as they are incurred, not as they are paid out of accounting.

If a cost tracking methodology for a cost category differs from the CA-PMM Cost Tracking Methodology previously discussed, the Project Manager must describe the cost tracking methodology used, the justification for using a different methodology, and the variances expected from the CA-PMM Cost Tracking Methodology; (e.g., 60 - 90 days following approval of an invoice rather than actual date of approval).

Actual project costs must be captured as shown on the following page:

One-Time IT Project Costs	Cost Tracking
Staff (Salaries & Benefits)	Receive staff time sheets each month, calculate and record cost.
Hardware Purchase	Capture cost upon acceptance of deliverable or completion of service/approval of invoice.
Software Purchase/License	
Telecommunications	
Contract Services – Software Customization	
Contract Services - Project Management	
Contract Services - Project Oversight	
Contract Services - IV&V Services	
Contract Services – Other Contract Services	
Data Center Services	Capture cost upon approval of invoice.
Agency Facilities	Capture cost for additions/modifications to facilities as the work is completed and/or invoices approved.
Other	As appropriate.
Continuing IT Project Costs	
Staff (Salaries & Benefits)	Record staff time sheets each month and calculate cost.
Hardware Lease/Maintenance	Capture cost upon acceptance of deliverable or completion of service/approval of invoice.
Software Maintenance/Licenses	
Telecommunications	
Contract Services	
Data Center Services	Capture cost upon approval of invoice.
Agency Facilities	Capture cost for each monthly rental/lease and/or ongoing maintenance amount.
Other	As appropriate.

4.4.6 Milestone Tracking

Please see Section 4.3.1 for template change restrictions and allowances.

Not all rows must be completed, however, there should be a minimum of one milestone reported each for the reporting period, the prior period, and the following period as indicated below.

The Milestone Tracking template allows the addition of an unlimited number of rows; therefore, no milestone or schedule attachments are necessary and will not be accepted. Please include all of the milestones you wish to report on the Milestone Tracking template.

The Milestones Tracking template is designed to report on the major milestones that were planned for the prior reporting period (High and Medium), the reporting period, and those milestones planned in the near future. In general, the major milestones to be reported could be interpreted as follows, but may be flexible considering the unique specifications of any individual project:

- **High Criticality/Rating:** Monthly reporting requires reporting for the month before the reporting period, the month of the reporting period, and the anticipated month following the reporting period.
- **Medium Criticality/Rating:** Quarterly reporting requires reporting for the quarter before the reporting period, the quarter of the reporting period, and the anticipated quarter following the reporting period.
- **Low Criticality/Rating:** Semi-annual reporting requires reporting for the specific six-month reporting period, and the anticipated quarter following the reporting period.

State agencies are expected submit the detailed Microsoft Project schedules as described in the Information Technology Policy Letter, 10-06. Therefore, the Milestone Tracking template does not need to include the level of detail typically reported in Microsoft Project schedules.

The following are the definitions and reporting requirements for each column of the Milestone Tracking template:

- Milestone: A milestone is a task that represents a reference point, such as the end of a major phase of a project.
- Target Date: Scheduled completion date. This date must be consistent with the last approved project schedule.
- Forecast Date: Forecasted completion date as of the date of the Project Status Report.
- Status: Drop down list – On target, delayed, or done.
- Cause and Impact to Implementation Date: If milestone is delayed, provide a description of the cause of the delay and the impact to the implementation date.
- Date Completed: If the milestone is complete, provide the completion date.

Project Name: ______________________________

OCIO Project #: ______________________________
Department: ______________________________
Reporting Period: *From:* ______________ *To:* ______________

Milestone Tracking

Project Milestones:
List key milestones and their dates from the project schedule.

Milestone	Target Date	Forecast Date	Status	Cause & Impact to Implementation	Date Completed